

Facilitators Chat Sheet

April 2007



ADOT Partnering Office
206 South 17th Ave, Mail Drop 175A
Phoenix, AZ 85007
602-712-7120

<http://www.azdot.gov/ccpartnerships/Partnering>

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PEP Reports

Partnering Workshop Tips for Adding Value to the Partnering Evaluation Process (PEP)

Throughout this document, *partnership* is defined as “a joint effort that may include a project, program, product or service.” Types of partnerships include (1) Project Partnering (2) Public Partnering (3) Internal Partnering. (See “Partnering Fine Tuned Processes-Generic Version” item #9)

What can the facilitator do during the Partnering workshop to “sell” the benefits of the PEP and gain the team’s commitment to use it to monitor and manage its performance?

During the Partnering Overview:

- Stress the fact that the Partnering workshop is just the beginning of the process. The true test of Partnering is putting the principles in action and a great tool used to determine if the process is working is the PEP.
- Ask for any “testimony” from the partnership leaders re: impact of evaluation on past partnerships. This is a topic to discuss with the partnership leaders, during the workshop planning, so they are prepared. Whether they have prior experience or not, ask them to be prepared to state why evaluation will be important to the success of this partnership.

During the Development of the Partnering Agreement (Charter)

- Link the Goals of the Partnering Agreement to the Goals used for the PEP.
- For each Standard Goal (Quality, Communication, Issue Resolution, Team Work & Relationships, and Schedule), ask the members to identify the sub-goals that should be used to measure performance for this partnership. Note that they will be included on the PEP. The Partnering Champions enter the goal descriptions and additional goals the team members identify.
- Ask the team for any other major goal categories appropriate for this partnership (e.g., Environmental Protection, Profit/Cost Control, Community Relations, etc.) and have the members identify measurable sub-goals for each. Again, tell them that the Goals and Sub-goals will be added to the PEP.
- Keep the team focused on what is unique, special, and vital for this partnership so the Charter Goals have meaning for the members. This will result in a higher level of commitment to the Charter and the PEP feedback will be directly related to the team’s performance.

During the Development of the Partnering Evaluation Process Program

- One alternative is to have the discussion of this topic immediately following completion of the Partnering Agreement. This is another way of linking the Charter to the PEP.
- Remind team members that they are rating the PROCESS being used to achieve their goals, not the goals themselves or each other. Even if the team is experiencing quality problems or schedule delays, how well are they working together to correct the problems?
- Stress the importance of writing “behaviorally specific” comments – providing factual information that will help team leaders take corrective action or provide appropriate recognition. For a construction project-partnering example, “Poor communication between contractor and agency” is not a helpful comment. “I don’t receive notification about changes to the concrete pouring schedule” is direct and specific. For an internal partnering example, “Poor relationships between

team members” is not a helpful comment. “We need more training in how to resolve conflict” is specific enough that an improvement step can be identified.

- Get agreements from the team about how PEP will be administered online or in paper form and used during the partnership. Document these agreements in the Partnering report. Agreements should include:
 - ▶ Who are the Partnering Champions (one from each partnership organization) that will assure the evaluations are conducted on a monthly basis? These will become your contact people with the partnership.
 - ▶ When will the surveys be done? Get a *commitment* from the team as to what day/week the ratings will be entered online or when ever the rating forms will be distributed, when they will be due back and to whom, and when the results will be reviewed and discussed with the team (at a weekly or monthly meeting).
 - ▶ Are there any obstacles to full participation in the PEP process? If so, what steps are necessary to remove those obstacles? Ask members for past experiences with evaluation challenges, so they can be addressed directly.
 - ▶ Discuss the benefit of online entry and immediate reports. You may want to bring examples of the following reports :
 - Goal averages for the month, in total and by organization – look for differences
 - Comments (with names removed) so corrective action can be discussed and recognition given
 - Goals by month (for longer partnerships so trends can be assessed)
 - Participation by organization to assure all groups are fairly represented
- Stress the importance of following through on using the PEP. Experience over the past 10 years clearly shows that successful partnerships use the process effectively and partnerships that get into trouble often do not.
- Put the Partnering Office website address on a flipchart or the whiteboard for visual recognition.

The Quick Reference Guideline is available on the Partnering website, Discuss if the Partnership would like training on PEP, Cynthia Douglas can come to a contractor’s office or provide training at HRDC. One- on-one training is also available. 602-712-7167.

Workshop Reminders

A few of the facilitators have asked for useful information and here are a few websites that can assist with that:

For upcoming construction projects and bid information:

<http://www.azdot.gov/Highways/cns/index.asp>

For contract information:

<https://spirit.az.gov/Applications/SPIRIT/SR.nsf>

For travel reimbursement on invoices:

<http://www.gao.state.az.us/travel/>

For PEP:

<https://www.azdot.gov/websignon/logon.asp>

If facilitators would like other websites that may make their business processes less cumbersome, please let us know to see how we can assist.

Please ensure you are using the updated materials in your workshops.

For assistance with your workshop materials, please call Ermalinda Gene or Michael Carter at 602-712-8365 or 8957.

ADOT Acronyms

DBB	Design Bid Build
CM@Risk	Construction Manager at Risk
PPP	Public Private Partnerships
RSA	Road Safety Audits
ROW	Right of Way
JOC	Job Order Contracting
AGC	Associated General Contractors
RSOQ	Request for Statement of Qualifications
CP	Concrete Pavement
APDM	Alternative Project Delivery Methods
ACEC	American Council of Engineering Companies
PEP	Partnering Evaluation Program

Education and Events

Partnering Consultant Classes

There are four seats available in the How to Make Partnering Work in the Field on **May 2** at HRDC from 8:00-4:00. The consultant fee is \$50.00 and this is not a mandatory class. Contact Michelle to register.

Before you can begin to facilitate workshops for the Partnering Office, you must complete two classes. The mandatory classes for consultants are Introduction to Partnering and Conducting a Partnering Workshop. The next Intro class is on **May 23, 2007** at the Human Resource Development Center (HRDC) from 8:00 – 12:00 and is \$50.00 per person. The next Conducting class is **September 12 and 13** from 8:00- 4:30 and is \$200.00 per person. In addition, each consultant must attend a Partnering Construction Workshop and co-facilitate a workshop. Contact Michelle Fink at 602-712- 8224 for more information and to reserve your seat. http://www.azdot.gov/Inside_ADOT/Training/OED/map.asp

Michelle recently attended the Society of Government Meeting Professionals (SGMP) Education Fair and Conference in Carefree. The guest speaker was C.J. Wren, Detective with the Arizona Counter Terrorism Information Center (AcTIC). All facilitators should be aware of fire exits, escape plans and be alert for people that look out of place at your workshops or functions, fake looking ID badges, bulges in the pocket or under the arm. An excellent DVD of the 8 Signs of Terrorism is available upon request from the Partnering office. To report suspicious activity in Maricopa County, call **602-644-5856**, our citizens are Arizona's first line of defense against acts of terrorism. To enroll in the security alert program, email CJ at CWren@azdps.gov.

Facilitator Information

On Friday, April 20, the ADOT Board awarded 14 construction contracts, the highest number this year! This is the beginning of the busy season for construction and the projects funded by STAN must be awarded by July 1, 2007.

For upcoming projects and bid information:

<http://www.azdot.gov/Highways/cns/index.asp>

Reimbursement rate index

From the Arizona Accounting Manual

Lodging and Meals. Please note to ensure you know the current reimbursement rates go to the GAO website at: www.GAO.state.az.us/travel

The first dollar amount is for hotel rates and the second amount is what we can reimburse for meals. Please stay within these guidelines when turning in your invoices.

THE FOLLOWING RATES APPLY TO EMPLOYEES/CONSULTANTS TRAVELING ON OFFICIAL STATE BUSINESS:

1. Personal Vehicle Mileage Reimbursement: **44.5 cents per mile effective 11/15/06**

2. Privately-owned aircraft: 99.5 cents per mile. Requires prior GAO approval.

Based on the shortest air routes from origin to destination. Landing and parking fees are allowed except at the location where the aircraft is normally based.

3. In-State Lodging and Meal & Incidental Rates: **Effective 11/15/06**

State Primary Destination County Begin End Lodging Meals & Incidental Expenses

Arizona

All counties not specified \$60 \$34

Grand Canyon / Flagstaff Coconino (Except The City Limits Of Sedona) Oct 1 Oct 31 **\$81 \$39**

Grand Canyon / Flagstaff Coconino (Except The City Limits Of Sedona) Nov 1 Feb 28 **\$65 \$39**

Grand Canyon / Flagstaff

Coconino (Except The City Limits Of Sedona) Mar 1 Sep 30 **\$81 \$39**

Kayenta Navajo **\$71 \$49**

Phoenix / Scottsdale Maricopa Oct 1 Dec 31 **\$103 \$54**

Phoenix / Scottsdale Maricopa Jan 1 Mar 31 **\$141 \$54**

Phoenix / Scottsdale Maricopa Apr 1 May 31 **\$109 \$54**

Phoenix / Scottsdale Maricopa Jun 1 Aug 31 **\$74 \$54**

Phoenix / Scottsdale Maricopa Sep 1 Sep 30 **\$103 \$54**

Sedona

City Of Sedona Which Falls Within Yavapai And Coconino Counties Oct 1 Feb 28 **\$107 \$59**

Sedona

City Of Sedona Which Falls Within Yavapai And Coconino Counties Mar 1 May 31 **\$118 \$59**

Sedona

City Of Sedona Which Falls Within Yavapai And Coconino Counties Jun 1 Sep 30 **\$107 \$59**

Sierra Vista Cochise **\$66 \$34**

Tucson Pima Oct 1 Dec 31 **\$83 \$44**

Tucson Pima Jan 1 Mar 31 **\$119 \$44**

Tucson Pima Apr 1 Sep 30 **\$83 \$44**

Yuma Yuma **\$71 \$34**

Meal & Incidental Expense Breakdown for partial day travel that corresponds to the last dollar amount given above at different Arizona locations:

Breakfast	\$ 7.00	\$ 8.00	\$ 9.00	\$ 10.00	\$ 11.00	\$ 12.00
Lunch	\$ 10.00	\$ 11.00	\$ 13.00	\$ 14.00	\$ 16.00	\$ 17.00
Dinner	\$ 17.00	\$ 20.00	\$ 22.00	\$ 25.00	\$ 27.00	\$ 30.00
Total	\$ 34.00	\$ 39.00	\$ 44.00	\$ 49.00	\$ 54.00	\$ 59.00

Upcoming Events

The AASHTO Spring Meeting will be held at the Ritz Carlton Hotel on Camelback and 24th Street in Phoenix from **May 3 – 7, 2007**.

The Partnering Consultant Meeting will be held on **May 16, 2007**, from 9:00 to 3:00 at HRDC.

ADOT Partnering Facilitator's Network (APFN) meeting will be held on **May 22, 2007**, from 10:00 to 2:00 at HRDC.

Navajo Nation/ADOT/ BIA/FHWA Annual Partnership Meeting, will be held on **May 23 & 24**, at the Little America Hotel in Flagstaff, 2515 E. Butler Ave, Flagstaff, AZ 86004

Partnering Advisory Council (PAC) meeting will be on **June 13, 2007** from 9:00 – 12:00 at HRDC.

Acknowledgements

The Partnering Office has established a new committee to help us reach the districts. These District/Org Champions will give the Partnering Office a single source contact at the District/Org to help make the Partnering Processes and PEP more consistent throughout the State. The Mission is to practice, support, enhance and promote the various Partnering Processes within the District.

ADOT in the News

Don't litter. It seems like a pretty simple message. However, many people driving along Valley freeways apparently don't understand it.

The Arizona Department of Transportation and the Maricopa Association of Governments announced the top 10 litter hotspots in the Valley. The agencies' "Don't Trash Arizona" campaign tallied the dirtiest spots on Valley freeways based on the amount of trash collected in each spot from March 2006 to December 2006.

The results are staggering. ADOT crews collected about 7,610 pounds of trash per mile on a five-mile stretch of Interstate 10 between Arizona 51 and 40th Street - the No. 1 litter hotspot.

In June, ADOT and MAG launched the campaign. The effort upped the number of clean-up and landscaping crews, resulting in fewer litter complaints and more trash picked up.

"Let's all stand back and say, 'This is our state,' " said Gov. Janet Napolitano, speaking at the report's release. "Don't trash Arizona."

ADOT picks up 5,000 pounds of trash from roadsides every day, spokesperson Matt Burdick said. It costs the region about \$3 million per year to pick it all up.

Litter ranges from the mundane - fast-food wrappers, plastic bottles and the like - to the downright bizarre.

Near the intersection of I-10 and Interstate 17 Thursday, ADOT road crews assembled a hodgepodge of littered items picked up from freeways. The mess included a pool slide, car seats and enough Styrofoam to build a small fort.

Thank you for your commitment to the Partnering Principles and to ADOT.

Partnering Consultant/Facilitator – Your feedback is important to us. *Feedback related to the Chat Sheet can be emailed to mfink@azdot.gov*